

## Lesson 4: FEMA Incident Management

### Lesson Overview

This lesson provides an overview of FEMA incident management. Upon completion of this lesson, you will be able to:

- Distinguish among unity of purpose, unity of effort, and unified command/coordination.
- Explain how unified command/coordination is applied at the FEMA incident level.
- Describe how control of a Federal response progresses to the FEMA incident level.
- Identify the functions and primary agencies of the 15 ESFs.

### Incident Management: Facilities and Staff

As you have already learned in this course, incident management occurs at the incident level. When an incident occurs (or is about to occur), FEMA deploys an IMAT to stand up incident-level response and recovery operations near the incident site at an IOF or JFO. The Regional Administrator (RA) deploys a FCO to lead the IMAT. From the JFO, the FCO and the IMAT coordinate with partners—State, local, tribal, territorial governments, private sector organizations, and NGOs—to conduct response and recovery operations.

#### IOF

The IOF is the first facility from which the IMAT manages incident-level operations. It is a temporary facility until a more suitable facility is secured for the JFO.

#### JFO

The JFO is the primary Federal incident management field structure. The JFO is a temporary Federal facility that provides a central location for the coordination of Federal, State, tribal, and local governments and private-sector and nongovernmental organizations with primary responsibility for response and recovery.

The JFO structure is organized, staffed, and managed in a manner consistent with the principles of NIMS. Although the JFO uses an ICS structure, the JFO does not manage on-scene operations. Instead, the JFO focuses on providing support to on-scene efforts and conducting broader support operations that may extend beyond the incident site.

#### IMAT

FEMA has both Regional and National IMATs that stand ready to deploy in response to an incident. If the magnitude and severity warrant the deployment of multiple IMATs, those IMATs join into one IMAT for the JFO.

#### FCO

The FCO is the individual, appointed by the President and deployed by the RA, who is responsible for the overall management of the Federal response, short and intermediate recovery, and mitigation activities

for the incident. The FEMA RA(s) delegates authority and Disaster Recovery Manager (DRM) responsibilities to the FCO during an incident, and the FCO has directive authority over all Federal resources assigned to the incident management organization.

## **Incident Management Handbook**

In Lesson 2, you learned about the Incident Management Handbook (IMH) as an example of FEMA procedural doctrine. Like the NISM and RISM guide NRCC and RRCC organizational structure and activity, the IMH assists FEMA emergency management personnel in conducting their assigned missions at the incident level.

### **Applicability and Scope**

The IMH is primarily designed for FEMA personnel deployed to the incident level. However, it is also intended to educate FEMA partners providing assistance at a JFO about key incident-level emergency management functions.

The concepts in the IMH are applicable to FEMA support operations during incidents involving both Presidential declarations under the Stafford Act and non-Stafford Act incidents involving Federal-to-Federal support. (You will learn more about the disaster declaration process in Lesson 5.)

Consistent with the principles of NIMS, the NRF, and FEMA-specific doctrine such as the NISM, RISM, and IMSK, the IMH forms the basis from which FEMA personnel will execute their assigned missions in the field.

The IMH is not intended to provide direction for FEMA programs nor serve as a program reference guide. As such, program definitions are introduced as appropriate and not necessarily sequentially as anticipated in program guidance. The IMH does not replace NIMS qualifications, NIMS position training, or program training. Personnel must be able to effectively operate within the NIMS organization at their assigned positions and properly use and understand the IMH.

### **Document Organization**

The IMH is organized around the key elements of the command and management component of NIMS. The primary chapters address the organizational construct and responsibilities associated with roles in the Command and General Staff. The appendices provide information on additional concepts, entities, and assets with which FEMA response personnel may interact in order to perform their missions.

The IMH is based on key ICS organization and management concepts that guide incident-level operations—unity of purpose, unity of effort, and unified command/coordination. The following screens describe these concepts in greater detail.

### **Unity of Purpose**

Unity of purpose refers to establishing a common purpose or resolution among multiple organizations. It is the foundation for unity of effort (described on the next screen) during incident management and support operations. Aspects of unity of purpose include:

- Community and partner engagement

- Measurable, collaborative performance metrics
- Stakeholder collaboration to maximize resources
- Community interface and successful coordination
- Transparency and accountability
- Priorities development led by impacted communities
- Scalable and flexible organizational structures

## Unity of Effort

Per NIMS and ICS, and addressed in the IMSK, unity of effort refers to harmonizing efforts among multiple organizations towards a common goal. Aspects of unity of effort include:

- Clearly defined roles and responsibilities
- Access to information
- Shared understanding of how risks are managed and prioritized
- Achievement through the UCG

## Unified Command/Coordination

Unified command/coordination brings together designated officials from the principle jurisdictions affected by the incident to coordinate an effective response, while those officials also carry out their own jurisdictional responsibilities.

It allows all agencies with jurisdictional authority or functional responsibility for the incident to jointly provide management direction to incident response through the development of a common set of incident objectives and strategies and a single IAP.

Unified command/coordination allows:

### Mutually agreed-upon objectives

This structure brings together designated officials from the principal jurisdictions affected by the incident in order to coordinate an effective response, while those officials also function in their own jurisdictional responsibilities. Unified command/coordination ensures that, regardless of the number of agencies or jurisdictions involved, all decisions are based on mutually agreed-upon objectives.

### Organization at the incident level according to NIMS and ICS

The basic features of unified command/coordination demonstrate organizational economy. It provides for the management of incident resources under a single command structure and allows for no loss of control for the multiple agencies involved. Resources are not removed from the administrative control (i.e., policies and procedures) of the agencies for which they work.

### A UCG to coordinate public response

In the JFO environment, the principle of unified command/coordination is executed through the structure of the UCG. You will learn more about the UCG on the next screen.

## **Unified Coordination Group (1 of 2)**

Utilizing the NIMS principle of unified command/coordination, incident operations are executed through the UCG, which may include the FCO, State Coordinating Officer (SCO), and other State and Federal officials with primary jurisdictional responsibility or functional authority for the incident. The UCG may include a limited number of principal State officials (represented by an appropriate State official or SCO, as under a Stafford Act declaration), and local and tribal officials as well as NGO and private sector representatives.

## **Unified Coordination Group (2 of 2)**

The UCG brings the principles of unified command/coordination to the JFO and the resource coordination system. It is important to remember that this group actually commands the resources that are assigned to the JFO and other FEMA operations but only coordinates the resource and support needs of the incident.

The UCG functions as a multiagency coordination entity (as defined by the NIMS) and works to establish joint priorities (single or multiple incidents) and allocate resources, resolve agency policy issues, and provide strategic guidance to support Federal incident management activities. The exact composition of the JFO is dependent on the nature and magnitude of the incident. The UCG provides strategic guidance and resolution of any conflicts in priorities for allocation of critical Federal resources. If policy issue resolution cannot be achieved among UCG members, issues can be raised to the Incident Advisory Council (IAC) or through the appropriate agency chain of command for consideration by higher authorities. Unresolved resource issues may be handled by the RRCC, the NOC-NRCC, or the IAC, or they may be forwarded through the respective agency chains of command if further deliberation is required to ensure unity of effort.

## **Federal Response Progression**

1. Regional Watch Centers report situation that may require Federal response.
2. The RA and RRCS coordinate for incident response.
3. Incident control and Disaster Recovery Manager authority are delegated to the FCO.
4. The UCG is formed at the incident level.
5. The IOF/JFO is established.
6. FEMA's Incident Command and General Staff are established.
7. ESF resources are assigned to Command and General Staff.

The first four steps of this process lead up to the formation of the UCG. The steps after the UCG's formation are all focused at the incident level—at the JFO.

## **Command Staff**

### **External Affairs Officer (EAO)**

The EAO reports to the FCO and manages all external affairs elements. The EAO is responsible for developing and releasing information about the incident, as approved by the FCO, to the news media, elected officials, incident personnel, and other agencies and organizations. The EAO provides support to

the FCO and Command and General Staff (C&GS), involving communications with external audiences in accordance with incident objectives. The EAO is responsible for the establishment and oversight of a Joint Information Center (JIC). Primary duties include the following:

- Review the IMH “Common Responsibilities” section.
- Oversee External Affairs plans.
- Participate in the incident action planning process.
- Meet with Federal and State congressional staff and State and local officials, briefing them on FEMA activities and programs.
- Direct and oversee public information, congressional, intergovernmental, private sector, and Community Relations programs.
- Review material before FCO approval for publication or release to the media.
- Oversee the development of speeches and talking points.
- Participate in all relevant National Incident Communication Conference Line and State Incident Communication Conference Line conference calls.
- Coordinate with State, local, tribal, and territorial Public Information Officers to establish the baseline for information exchange.
- Support the communication messaging requirements of emergency teams when appropriate.
- Assess the scope of responsibility outside of the assigned incident area (e.g., evacuees, media, and geographic distribution of External Affairs functions).

### **Safety Officer (SFO)**

The SFO reports to the FCO and is responsible for developing and recommending measures to ensure the safety of personnel assigned to the incident, to assess and/or anticipate hazardous and unsafe situations, and to activate the Interagency Agreement (IAA) with Federal Occupational Health (FOH) when needed. Primary duties include the following:

- Review the IMH “Common Responsibilities” section.
- Establish and manage the Safety function.
- Serve as the senior safety official at the disaster.
- Ensure that safety, health, and environmental (Safety) hazard assessments are completed, including all incident facilities, buildings and workplace job hazard analyses, and safety and health checklists.
- Exercise emergency authority to stop and prevent unsafe acts and activities when necessary.
- Review proposed corrective actions to remediate, abate, and/or substitute the hazard.
- Review, approve, and submit Safety plans, messages, and programs.
- Ensure the implementation of Safety plans and programs in accordance with all applicable regulations (Federal, State, and local), standards, and guidelines.
- Provide situational awareness to immediate supervisor on any changes that could affect disaster-wide operations.

- Prepare or review, approve, and submit all safety plans (such as the Disaster Hazard Assessment Plan, Occupant Emergency Plan, or Hazard Communication Plan) and safety messages, including those messages needed for inclusion in the IAP.
- Prepare the Incident Action Plan Safety Analysis Worksheet (FEMA ICS Form 215A) in conjunction with the Operational Planning Worksheet (FEMA ICS Form 215) to assess health and safety issues, and to propose mitigation measures.
- Prepare or review and approve the Medical Plan (FEMA ICS Form 206) for the IAP.
- Participate in incident action planning meetings.
- Chair and coordinate the Interagency Safety Committee.
- Manage the Safety function's responsibilities for accident/incident investigations and documentation.
- Provide medical capabilities at incident facilities as needed, usually by activating the IAA with FOH for clinics. (The Safety function will provide oversight and logistics will provide space and logistical support.)
- Review and approve Safety-related purchase requests to ensure that the Safety function's procurement requirements are achieved.
- Coordinate and communicate with the NRCS Safety Coordinator to ensure the proper reporting of events and hazards when applicable.
- Coordinate activities with safety and health representatives.
- Contribute the Safety function's input to the Incident Demobilization Plan.

### **Liaison Officer (LOFR)**

The LOFR reports to the FCO and is the point of contact (POC) for supporting and cooperating Agency Representatives (AREPs). The LOFR may have assistants, who may represent assisting agencies or jurisdictions. Primary duties include the following:

- Review the IMH "Common Responsibilities" section.
- Serve as the POC for ESF representatives and other AREPs.
- Establish and maintain interagency contacts.
- Maintain a list of assisting and cooperating agencies and AREPs.
- Keep the assisting and cooperating agencies aware of the incident status.
- Monitor incident operations to identify current or potential interagency problems.
- Participate in planning meetings and provide limitations and capabilities of the assisting and cooperating agency resources on the incident.
- Ensure that all required agency forms, reports, and documents are completed before demobilization.
- Ensure that all documentation to support MA reimbursements is provided by the tasked agency to the FEMA Regional Office.
- Debrief AREPs before their departure.

## Chief of Staff (COS)

The COS monitors morale and discipline and has direct responsibility for the Executive Assistant, advisors, special assistants, and technical specialists as assigned. Primary duties include the following:

- Review the IMH “Common Responsibilities” section.
- Delegate authority using the appropriate forms (FEMA Form 093-3-1, Delegation of Signature Authority, Delegation of Authority Matrix, Demobilization, Rotation, and Overtime justification).
- Recommend changes to the Staffing Plan based on staff input and analysis.
- Verify through daily reports that all assigned staff members are accounted for.
- Review documents and correspondence for accuracy and completeness for FCO approval.
- Monitor the implementation of administrative policies and programs.
- Oversee the coordination of “very important person” visits with input from multiple stakeholders.
- Ensure that the facility is functional during hours of operation.
- Orchestrate the sequence of daily activities to maximize productivity.
- Monitor incident activities to identify current or potential problems.
- Represent the FCO in briefings, meetings, and conferences with Federal, State, and local officials, as directed.
- Coordinate the physical layout of the JFO and act as the final decision maker (when required).
- Develop and communicate guidance and procedures that adhere to FCO and agency policy.
- Coordinate employee assistance services to ensure that needs are met for individuals within the incident management organization.
- Contribute to the development of a Demobilization or Transition Plan that supports the mission and addresses stakeholder needs.
- Ensure that incident-status information is up-to-date.
- Oversee all required incident documentation, to ensure that it is completed.
- Ensure that appropriate financial records are maintained and submitted to the FCO.

## General Staff

The General Staff is responsible for the functional aspects of the incident command structure. The General Staff oversee the Operations, Planning, Logistics, and Finance/Administration Sections. The Section Chiefs of these functional aspects may have one or more deputies assigned, with the assignment of deputies from other agencies being encouraged in the case of multijurisdictional incidents.

## Operations Section

The Operations Section is responsible for all tactical activities focused on reducing the immediate hazard, saving lives and property, establishing situational control, and restoring normal operations. Lifesaving and responder safety will always be the highest priorities and the first objectives in the IAP. You will learn more about key programs in the Operations Section later in this course.

### **Mission Assignment Manager**

The Mission Assignment Manager is responsible for preparing, tracking, and monitoring MAs that task ESFs and other agencies to provide resources, services, and equipment.

### **Disaster Survivor Assistance Branch**

The Disaster Survivor Assistance Branch expedites the recovery process of disaster survivors by providing them in-person, tailored guidance and services to resolve their immediate and emerging needs, and identifies the needs of the whole community. The branch will have multi-functional teams that will play a key role in reducing the need for disaster survivors to connect with FEMA on multiple occasions to obtain critical assistance.

### **Geographic Operations Branch**

The Geographic Operations Branch is responsible for the implementation of the IAP pertaining to that specific geographic branch.

### **Emergency Services Branch**

The Emergency Services Branch is the focal point for tasking, the coordination of plans, and the special considerations of each ESF assigned to the Branch.

### **Air Operations Branch**

The Air Operations Branch is responsible for providing air operations support in compliance with Federal Aviation Regulations and standard operating procedures to disaster field operations, including ground-based logistical support.

### **Infrastructure Branch**

The Infrastructure Branch is responsible for providing technical and repair assistance for essential facilities, and for providing interim supplementary financial assistance to public entities. This Branch implements and administers the PA program to deliver disaster aid to repair, replace, or supplement parts of a community's infrastructure.

### **Staging Area Branch**

The Staging Area Branch manages any staging areas—temporary on-incident locations to which incident personnel, equipment, and commodities are assigned awaiting tactical assignment.

### **Individual Assistance Branch**

The Individual Assistance Branch is responsible for implementation and management of the IA Branch or Group that delivers FEMA programs to individuals and families affected by disasters.

### **Hazard Mitigation Branch**

The Hazard Mitigation Branch is responsible for:

- Managing, coordinating, and implementing HM and flood insurance statutory requirements.
- Providing leadership to support effective planning and rebuilding strategies and actions.
- Providing information and resources to communications staff and the public—to reduce or eliminate their risks from future natural hazards.

## **Disaster Emergency Communications Group**

The Disaster Emergency Communications Group is responsible for assisting offices of emergency communications, coordinating the restoration of public safety and first responder networks, assisting in restoring communications infrastructure, and ensuring a smooth transition to long-term restoration efforts.

## **Emergency Support Functions**

There are 14 active ESFs numbered 1-13 and 15 (ESF 14 is superseded by the National Disaster Recovery Framework). Typically, the ESFs are assigned to the Operations Section and work with other JFO sections to ensure proper planning and execution of missions.

### **ESF #1: Transportation**

ESF Coordinator: Department of Transportation

Coordinates the support of management of transportation systems and infrastructure, the regulation of transportation, management of the Nation's airspace, and ensuring the safety and security of the national transportation system. Functions include but are not limited to:

- Transportation modes management and control;
- Transportation safety;
- Stabilization and reestablishment of transportation infrastructure;
- Movement restrictions; and
- Damage and impact assessment.

### **ESF #2: Communications**

ESF Coordinator: DHS/National Communications System

Coordinates the reestablishment of the critical communications infrastructure, facilitates the stabilization of systems and applications from cyber attacks, and coordinates communications support to response efforts. Functions include but are not limited to:

- Coordination with telecommunications and information technology industries;
- Reestablishment and repair of telecommunications infrastructure
- Protection, reestablishment, and sustainment of national cyber and information technology resources; and
- Oversight of communications within the Federal response structures.

### **ESF #3: Public Works & Engineering**

ESF Coordinator: Department of Defense/U.S. Army Corps of Engineers

Coordinates the capabilities and resources to facilitate the delivery of services, technical assistance, engineering expertise, construction management, and other support to prepare for, respond to, and/or recover from a disaster or an incident. Functions include but are not limited to:

- Infrastructure protection and emergency repair;

- Critical infrastructure reestablishment;
- Engineering services and construction management; and
- Emergency contracting support for lifesaving and life-sustaining services.

#### **ESF #4: Firefighting**

ESF Coordinator: Department of Agriculture/U.S. Forest Service and DHS/FEMA/U.S. Fire Administration

Coordinates the support for the detection and suppression of fires. Functions include but are not limited to supporting wildland, rural, and urban firefighting operations.

#### **ESF #5: Information and Planning**

ESF Coordinator: DHS/FEMA

Supports and facilitates multiagency planning and coordination for operations involving incidents requiring Federal coordination. Functions include but are not limited to:

- Incident action planning; and
- Information collection, analysis, and dissemination.

#### **ESF #6: Mass Care, Emergency Assistance, Temporary Housing, & Human Services**

ESF Coordinator: DHS/FEMA

Coordinates the delivery of mass care and emergency assistance, including:

- Mass care;
- Emergency assistance;
- Disaster housing; and
- Human services

#### **ESF #7: Logistics**

ESF Coordinator: General Services Administration and DHS/FEMA

Coordinates comprehensive incident resource planning, management, and sustainment capability to meet the needs of disaster survivors and responders. Functions include but are not limited to:

- Comprehensive, national incident logistics planning, management, and sustainment capability; and
- Resource support (e.g., facility space, office equipment and supplies, contracting services).

#### **ESF #8: Public Health & Medical Services**

ESF Coordinator: Department of Health and Human Services

Coordinates the mechanisms for assistance in response to an actual or potential public health and medical disaster or incident. Functions include but are not limited to:

- Medical surge support including patient movement;

- Behavioral health services; and
- Mass fatality management.

### **ESF #9: Search & Rescue**

ESF Coordinator: DHS/FEMA

Coordinates the rapid deployment of search and rescue resources to provide specialized lifesaving assistance. Functions include but are not limited to:

- Structural collapse (urban) search and rescue;
- Maritime, coastal, and waterborne search and rescue; and
- Land search and rescue.

### **ESF #10: Oil & Hazardous Materials Response**

ESF Coordinator: Environmental Protection Agency

Coordinates support in response to an actual or potential discharge and/or release of oil or hazardous materials. Functions include but are not limited to:

- Environmental assessment of the nature and extent of oil and hazardous materials contamination; and
- Environmental decontamination and cleanup.

### **ESF #11: Agriculture & Natural Resources**

ESF Coordinator: Department of Agriculture

Coordinates a variety of functions designed to protect the Nation's food supply, respond to plant and animal pest and disease outbreaks, and protect natural and cultural resources. Functions include but are not limited to:

- Nutrition assistance;
- Animal and agricultural health issue response;
- Technical expertise, coordination, and support of animal and agricultural emergency management;
- Meat, poultry, and processed egg products safety and defense; and
- Natural and cultural resources and historic properties protection.

### **ESF #12: Energy**

ESF Coordinator: Department of Energy

Facilitates the reestablishment of damaged energy systems and components and provides technical expertise during an incident involving radiological/nuclear materials. Functions include but are not limited to:

- Energy infrastructure assessment, repair, and reestablishment;

- Energy industry utilities coordination; and
- Energy forecast.

### **ESF #13: Public Safety & Security**

ESF Coordinator: Department of Justice/Bureau of Alcohol, Tobacco, Firearms, and Explosives

Coordinates the integration of public safety and security capabilities and resources to support the full range of incident management activities. Functions include but are not limited to:

- Facility and resource security;
- Security planning and technical resource assistance;
- Public safety and security support; and
- Support to access, traffic, and crowd control.

### **ESF #14: Superseded by NDRF**

In the most recent version of the NRF, ESF #14 has been superseded by the National Disaster Recovery Framework (NDRF).

### **ESF #15: External Affairs**

ESF Coordinator: DHS

Coordinates the release of accurate, coordinated, timely, and accessible public information to affected audiences, including the government, media, NGOs, and the private sector. Works closely with State and local officials to ensure outreach to the whole community. Functions include, but are not limited to:

- Public affairs and the Joint Information Center;
- Intergovernmental (local, State, tribal, and territorial) affairs;
- Congressional affairs;
- Private sector outreach; and
- Community relations.

## **Planning Section**

The Planning Section collects, evaluates, and disseminates incident situation information and intelligence to the incident command/unified command (IC/UC) and incident management personnel. This Section then prepares status reports, displays situation information, maintains the status of resources assigned to the incident, and prepares and documents the IAP, based on Operations Section input and guidance from the IC/UC. You will learn more about FEMA planning later in this course.

### **Situation Unit**

The Situation Unit is responsible for the collection, organization, and analysis of incident-status information, and for analysis of the situation as it progresses.

## **Resources Unit**

The Resources Unit is responsible for recording the status of resources committed to the incident. This unit also evaluates resources committed currently to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

## **Demobilization Unit**

The Demobilization Unit is responsible for ensuring orderly, safe, and efficient demobilization of incident resources.

## **Planning Support Unit**

The Planning Support Unit is responsible for preparing plans (e.g., the IAP; contingency, transition, and long-range plans) related to the incident.

## **Documentation Unit**

The Documentation Unit is responsible for collecting, recording, and safeguarding all documents relevant to the incident.

## **Geospatial Information System (GIS) Unit**

The Geospatial Information System (GIS) Unit is responsible for the application and coordination of incident-specific geospatial activities, including the production of spatial products, the collection and dissemination of spatial data and analysis, Global Positioning System support, and the acquisition, exploitation, and dissemination of remote sensing data.

## **Logistics Section**

The Logistics Section is responsible for all service support requirements needed to facilitate effective and efficient incident management, including ordering resources from off-incident locations. This Section also provides facilities, security (of incident command facilities and personnel), transportation, supplies, equipment maintenance and fuel, food services, communications and information technology support, and emergency responder medical services, including inoculations, as required. Within the Logistics Section, three Branches and 11 Units fulfill functional requirements. You will learn more about resource ordering—a function of the Logistics Section—later in this course.

## **Service Branch**

The Service Branch is responsible for the management of all service activities at the incident.

## **Facilities Unit**

The Facilities Unit is responsible for the layout and activation of incident facilities. It provides sleeping and sanitation facilities when needed for incident personnel.

## **Communications Unit**

The Communications Unit is responsible for effective communications planning as well as acquiring, setting up, maintaining, and accounting for communications equipment.

## **Support Branch**

The Support Branch is responsible for providing logistical support for all FEMA operations.

### ***Ordering Unit***

The Ordering Unit is responsible for establishing a single-point ordering system for ordering all resources (personnel, teams, equipment, and Initial Response Resources) and supplies for the incident and ensures the implementation and maintenance of the standard order tracking system and database.

### ***Supply Unit***

The Supply Unit orders, receives, stores, and processes all incident-related resources, personnel, and supplies.

### **External Support Branch**

The External Support Branch is responsible for providing logistical support for all external operations.

### ***External Facilities Unit***

The External Facilities Unit is responsible for the establishment and support of external facilities, including Disaster Recovery Centers, and oversight of the Mobile Communications Office Vehicle fleet assigned to the incident.

### ***Ground Support Unit***

The Ground Support Unit provides all ground transportation during an incident. In conjunction with providing transportation, the Unit is also responsible for maintaining and supplying vehicles, keeping usage records, and developing incident Traffic Plans.

### ***Camp Unit***

The Camp Unit is responsible for determining, managing, delivering, and supporting facilities, ground support, equipment, and associated services for non-voluntary Response Worker billeting, feeding, and hygiene support in support of the IAP.

### ***Mass Care Support Unit***

The Mass Care Support Unit is responsible for determining, managing, delivering, and supporting facilities, ground support, equipment, and associated services for ESF 6 – Mass Care Missions in support of the IAP.

### ***Federal Staging Area Unit***

The Federal Staging Area Unit is responsible for establishing and managing a staging area.

### ***Temporary Housing Support Unit***

The Temporary Housing Support Unit is responsible for determining, delivering, and supporting facilities, ground support, equipment, and associated services for Direct Housing Missions in support of the IAP.

## **Finance/Administration Section**

The Finance/Administration Section is established when the incident management activities require on-scene or incident-specific finance and other administrative support services. Some of the functions that fall within the scope of this Section are recording personnel time, maintaining vendor contracts, administering compensation and claims, and conducting an overall cost analysis for the incident. If a

separate Section is established, close coordination with the Planning and Logistics Sections is also essential so that operational records can be reconciled with financial documents.

### **Human Resources Unit**

The Human Resources Unit is responsible for payroll, local hiring, employee relations, and services.

### **Training Unit**

The Training Unit is responsible for developing and implementing incident training.

### **Procurement Unit**

The Procurement Unit is responsible for financial matters concerning vendor contracts, leases, and fiscal agreements.

### **Cost Unit**

The Cost Unit is responsible for tracking costs, analyzing cost data, making estimates, and recommending cost-savings measures.

## **Lesson Summary**

Let's summarize what you have learned in this lesson:

- Unity of purpose, unity of effort, and unified command/coordination allow various agencies and stakeholders to work together and share information during an incident.
- The Unified Coordination Group brings the principles of unified command/coordination to the FEMA incident level.
- The Federal response progresses from the formation of the UCG, establishment of the JFO and General Staff, and then assignment of ESF resources to Command and General Staff.
- There are 14 active ESFs numbered 1-13 and 15. ESF 14 is superseded by the National Disaster Recovery Framework

Now that you have learned about FEMA incident management, you will learn more about FEMA's disaster declaration process in the next lesson.